

Terms of Reference (TOR) for Consulting Services on “Mentorship Programs to equip UPMT members with the Knowledge, Skills, and Confidence”

1. Introduction

The Strengthening Institutional and Economic Resilience in Yemen (SIERY) project, implemented by the United Nations Development Programme (UNDP), aims to improve the economic and social well-being of Yemeni citizens, especially the most vulnerable and poor. This project is of great strategic importance considering the economic and social challenges facing Yemen due to the protracted crisis in the country.

A key component of the project focuses on enhancing the resilience and resilience of cities in targeted governorates, by supporting local authorities to take action in line with SDG 11: "Sustainable Cities and Communities". This component aims to improve the capacity of local authorities in urban planning and management to contribute to the sustainable development of Yemeni cities and improve the social and economic well-being of citizens.

In this context, Ghadaq for Development (GHFD) is a woman-led local NGO founded in 2015 by a team of specialists committed to making a significant difference for those affected by poverty, conflict, and difficult country conditions. GHFD has quickly become an influential organization in the development field, concentrating on enduring strategies to tackle the challenges faced by at-risk populations. Ghadaq was contracted to support this initiative by establishing urban planning and management teams (UPMTs) in Marib and Taiz governorates and building their capacity on urban development and planning concepts. The implementation of this activity will begin with introductory workshops to familiarize the local authorities in each city with the main activities and concepts related to this concept.

This initiative comes within the framework of UNDP's efforts within the SIERY project to support the local authorities in achieving the Sustainable Development Goals, by strengthening the institutional and administrative capacities of local authorities and enabling them to plan and manage effective urban management. Thus, the success of this project will contribute significantly to improving the quality of life of Yemeni citizens and enhancing their resilience in the face of economic and social challenges.

This Terms of Reference (TOR) details the requirements for consulting services to develop mentorship programs that provide ongoing support and guidance to UPMTs following the completion of their training. The program aims to assist UPMTs in effectively applying the knowledge and skills acquired during training. This includes conducting short studies, developing regulatory guidelines, performing SWOT analyses, and creating strategic plans for each urban center. Additionally, the mentorship program will ensure the successful implementation of action plans and offer continuous guidance throughout the project's duration.

2. General Objective:

The primary objectives of this consulting assignment are to:

- 1- Establish a Structured Mentorship Framework: Develop a comprehensive mentorship program tailored to the specific needs of UPMT members.
- 2- Enhance Professional Competencies: Provide targeted training and resources to improve the knowledge and skills of team members in urban planning and management.
- 3- Foster Confidence and Leadership: Create an environment that encourages personal growth, professional development, and effective leadership within the team.

3. Scope of Work:

The consultant will undertake the following tasks:

- 1- Conduct a thorough needs assessment to identify the specific knowledge and skill gaps among UPMT members regarding urban planning and management.
- 2- Design a mentorship program that includes training modules, resources, mentoring guidelines, and evaluation methods.
- 3- Facilitate workshops and training sessions for both mentors and mentees to effectively implement the mentorship program.
- 4- Provide ongoing support and coaching to mentors and mentees throughout the program duration.

4. Target Audience

The mentorship programs will target all the 80 UPMTs (20 representatives per governorate).

5. Geographic Scop:

The assignment shall cover a total of (4) governorates (Taiz, Marib, Ibb, Hajjah).

6. Mentorship Programs Methodology:

The methodology for implementing effective mentorship programs involves a structured approach that ensures both mentors and mentees benefit from the relationship. Below are the key components of this methodology:

1- Needs Assessment:

Objective: To identify the current knowledge and skill gaps among UPMT members.

Activities:

- Conduct surveys, interviews, and focus group discussions with UPMT members to gather insights on their training experiences and areas where they feel additional support is needed.
- Analyze existing training materials and feedback from previous training sessions to identify common challenges and learning opportunities.
- Compile and present a Needs Assessment Report that summarizes findings and recommendations for the mentorship program.

2- Program Design:

Objective: To create a structured mentorship program tailored to the needs of UPMT members.

Activities:

- a. Develop a mentorship framework that outlines the program's objectives, structure, and components, including:
 - **Mentor-Mentee Pairing Strategies:** Create a process for pairing mentors with mentees based on skills, interests, and development needs.
 - **Mentorship Guidelines:** Establish guidelines outlining the roles and responsibilities of mentors and mentees, including expectations for communication, meeting frequency, and confidentiality.
 - **Training Modules:** Design training content for both mentors and mentees that focuses on effective mentoring practices, urban planning principles, and practical skills applicable to their roles.

- b. Outline a timeline for the mentorship program, including key milestones and activities.

3- Facilitation of Workshops:

Objective: To provide training and support for mentors and mentees to enhance their mentoring relationships.

Activities:

- Organize and facilitate at least three workshops, covering topics such as:
 - Best practices in mentorship and coaching.
 - Effective communication and feedback mechanisms.
 - Techniques for conducting SWOT analyses, developing strategic plans, and creating regulatory guidelines.
- Ensure that workshops are interactive and encourage participation, providing opportunities for role-playing and scenario-based learning.

4- Ongoing Support:

Objective: To ensure that mentors and mentees receive continuous guidance and resources throughout the program.

Activities:

- Develop a resource toolkit that includes templates, guides, and reference materials to assist mentors and mentees in their activities.
- Schedule regular check-in meetings (e.g., monthly) with mentors to discuss challenges, share experiences, and provide additional resources as needed.
- Establish a communication channel (e.g., an online forum or group) for mentors and mentees to share insights, ask questions, and collaborate on projects.

5- Evaluation Framework:

Objective: To assess the effectiveness of the mentorship program and ensure it meets the needs of participants.

Activities:

- Develop an evaluation plan that outlines key performance indicators (KPIs) to measure the success of the program. This may include metrics such as:
 - Participant satisfaction levels.
 - Improvement in specific skills or competencies.
 - Successful completion of action plans and projects.
- Implement feedback mechanisms, such as surveys and interviews, to gather insights from mentors and mentees at various stages of the program.
- Provide a final evaluation report that summarizes findings, highlights successes, and offers recommendations for future iterations of the mentorship program.

6- Reporting:

Objective: To maintain transparency and accountability throughout the consultancy.

Activities:

- Submit progress reports at agreed-upon intervals (e.g., monthly) detailing completed tasks, challenges faced, and upcoming activities.
- Prepare a final report upon completion of the mentorship program, summarizing outcomes, lessons learned, and recommendations for sustaining the program in the future.

7. Time line:

The specified timeframe for the consultancy is three working weeks from the start date.

8. Organizational structure, relationships and interrelation designated and actors

DONOR:

Provides overall guidance, supervision & financial support.

CONSULTING COMPANY:

1. Provides overall consultancy advice and technical support for the entire process.
2. Lead capacity building, technical training and tool development and make recommendations regarding resources required and actions or changes needed to achieve desired results.
3. Identifying the gaps and the existing technical and procedural needs and assessing the requirements for their development.
4. Reviews performance over time, evaluate end results, and recommends future improvement measures.

LOCAL IMPLEMENTING PARTNERS:

1. Organizes all logistical requirements of planning and capacity building workshops and events in all targeted districts.
2. Coordinates with local authorities and central government and acquires any necessary permits.
3. Handles the documentation of the entire development process, training and recording of success stories and lessons learned.

9. Deliverables:

The consultant is expected to deliver the following outputs:

1. Inception report outlining the proposed methodology and work plan
2. Needs Assessment Report: A detailed report outlining the findings from the needs assessment, highlighting gaps in knowledge and skills, along with recommendations.
3. Mentorship Program Framework: A structured framework detailing the objectives, components, and methodologies of the mentorship program.
4. Training Materials: Development of mentorship programs materials and resources tailored for both mentors and mentees.
5. Workshop Facilitation: Conduct a series of at least three workshops focused on best practices in mentorship, urban planning, and management techniques.
6. Evaluation Plan: A robust evaluation plan to assess the effectiveness of the mentorship program, including key performance indicators and feedback mechanisms.

10. Monitoring and Evaluation:

Ghadaq will monitor and evaluate the consulting activities to ensure that they are implemented efficiently and achieve their objectives. This mechanism is based on a set of tools and indicators to track progress, identify any challenges that the consulting service may face, and take the necessary actions.

11. Budget:

The budget for the consultancy will be based on the defined scope of work and deliverables. Proposals should include a comprehensive budget breakdown detailing costs.

12. Consultancy Competencies, Experience, and Skill Requirements:

The consultant should possess the following qualifications:

1. A relevant degree in Urban Planning, Public Administration, or a related field.

2. Minimum of 5 years of experience in designing and implementing mentorship or training programs, particularly in urban planning and management.
3. Expertise in adult learning principles, facilitation, and coaching techniques.
4. Strong interpersonal and communication skills to engage effectively with diverse stakeholders.
5. Familiarity with contemporary issues and best practices in urban planning and management.
6. Fluency in Arabic and English.

13. Submission Mechanism:

Interested consultants should submit their proposals and supporting documents, including:

1. A cover letter outlining relevant experience and qualifications.
2. A detailed work plan and methodology for the assignment.
3. A proposed budget and timeline.
4. Samples of previous work related to urban governance or training manual development.

14. Submission Deadline:

Applications must be submitted via the following link or by hand to one of the addresses listed below no later than **[Wednesday, 25, September 2024] at 4:00 PM.**

Link: <https://forms.gle/Fwb9kB1ANRwJz5AX7>

Address:

Head office:

Khormaksar, October St.,

Aden, Yemen

Email: procurement@ghadaq.org